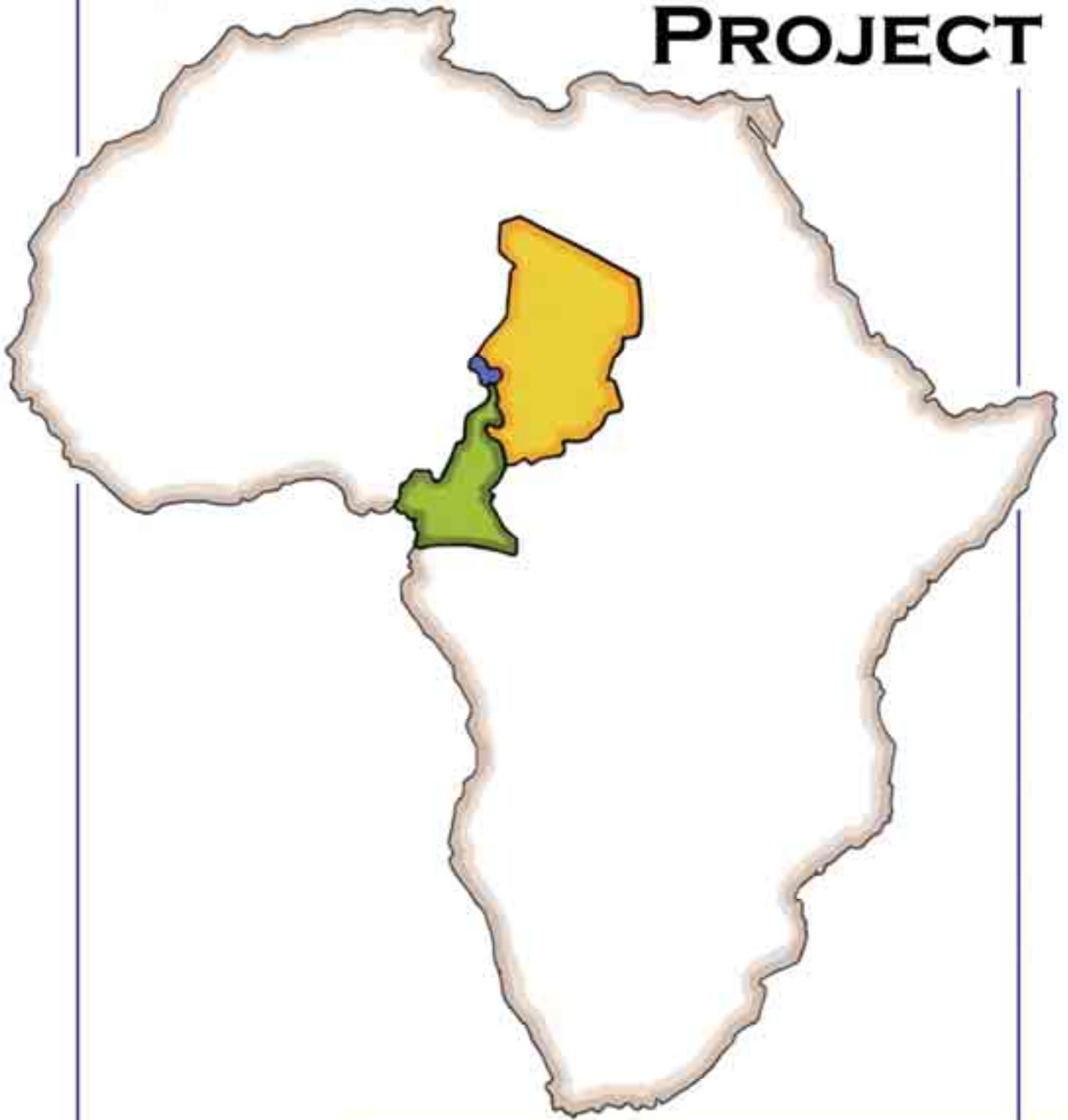


CHAD EXPORT PROJECT



**LAND USE MITIGATION ACTION PLAN
OILFIELD DEVELOPMENT AREA**

Land Use Mitigation Action Plan Oilfield Development Area

**Prepared for the
Chad Export Project
(Chad/Cameroon Development Project)
by Esso Exploration and Production Chad Inc.
6 April 2007**

Preface

This Land Use Mitigation Action Plan for the Oilfield Development Area of the Chad/Cameroon Development Project has been prepared by the project's Environmental Management Group in collaboration with the Environment and Social Development Department of the World Bank Group's International Finance Corporation.

It relies on several antecedent documents and studies, including:

- *Chad Compensation and Resettlement Plan* (Chad Environmental Management Plan, Volume3).
www.esso Chad.com and navigate to Library and then to Documentation.
- *World Bank Operational Directive 4.30 on Involuntary Resettlement* (World Bank Group, 1990).
[http://www.ifc.org/ifcext/enviro.nsf/AttachmentsByTitle/pol_Resettlement/\\$FILE/OD430_InvoluntaryResettlement.pdf](http://www.ifc.org/ifcext/enviro.nsf/AttachmentsByTitle/pol_Resettlement/$FILE/OD430_InvoluntaryResettlement.pdf)
- *Handbook for Preparing a Resettlement Action Plan* (International Finance Corporation, 2001).
[http://www.ifc.org/ifcext/enviro.nsf/AttachmentsByTitle/p_resettle/\\$FILE/ResettlementHandbook.PDF](http://www.ifc.org/ifcext/enviro.nsf/AttachmentsByTitle/p_resettle/$FILE/ResettlementHandbook.PDF)
- *Chad Resettlement and Compensation Plan Evaluation Study* (Robert Barclay and George Koppert, 2006).
www.worldbank.org/ogmc and click on the link to the study.

Grateful acknowledgement for their contributions goes to:

- Drs. Robert Barclay and George Koppert.
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Executive Summary

The Chad/Cameroon Development Project develops Chadian oil resources located in the southern savanna region of the country. The output from the Oilfield Development Area reaches world markets through a 1070 kilometer export pipeline system with an offshore marine terminal at Kribi, Cameroon. Oil began flowing through the pipeline in mid-2003.

Land Use Situation

The project area includes 375 villages, most of them located along the export pipeline. The Oilfield Development Area includes 61 of those villages and about 4,000 of the nearly 13,000 land users in the project area.

Over the years, during project construction and now during the production phase, external monitoring groups have found that the project's land use compensation and resettlement programs have performed according to plan. In the Oilfield Development Area, however, as the oilfields were being developed it became clear that more oil wells would be needed than originally planned. Thus, more land has been required for the wells and their supporting infrastructure.

Evaluation Study

In June 2006, an independent evaluation began of the project's compensation and resettlement programs. The evaluation was jointly commissioned by the project and the World Bank's International Finance Corporation. Information gathering by the study authors focused on the 14 most affected villages of the 61 total communities in the Oilfield Development Area.

- The review found that the project's compensation and resettlement programs have preserved, and in some cases enhanced, near- and mid-term livelihoods. In large measure this result stemmed from the project's cash and in-kind compensation for land use, as well as stipends paid to participants in two training programs offered as alternatives to physical resettlement.
- In the long-term, however, the evaluation study determined that some land-users may not be able to sustain their long-term livelihoods without additional mitigation measures to help them regain enough farmland to support their traditional subsistence farming. This recommendation for land replacement strategies was the key theme of the evaluation. The study also suggested it should be possible to help address the land use situation by improving the effectiveness of the project's two training based alternatives to physical resettlement.

Action Plan

The Land Use Mitigation Action Plan for the Oilfield Development Area generally builds on recommendations from the independent evaluation study. The Action Plan was initially compiled by the project's Environmental Management Group and was finalized in close collaboration with the Environment and Social Development Department of the International Finance Corporation.

The work described in the Action Plan has been divided into nine Action Areas that break down into discrete tasks. A methodology has been established for each Action Area and for each task an expected result has been spelled out, along with a description of the work to be

done, the resources required to do the work, and the milestones that will be used to monitor progress towards completion of the Action Plan.

The nine Action Areas include:

Identification & Assessment: Identify the affected population; assess and predict project impacts.

Land Use Impact Reduction: Manage the project to reduce land use impact.

Resettlement: Resettle affected population if other strategies are judged inadequate to maintain individual livelihoods.

Off Farm Training: Improve effectiveness of the Off Farm Training alternative to resettlement.

Improved Agriculture Training: Improve effectiveness of the Improved Agriculture Training alternative to resettlement.

Individual Compensation: Maintain and enhance individual land use compensation.

Community Compensation: Maintain and enhance community compensation.

Consultation and Communication: Consult and communicate with stakeholders.

Monitoring & Organization: Monitor results and manage livelihood strategies.

Work has been underway since early 2006 on some elements now incorporated in the final Action Plan. In particular, much of a backlog of temporary use land has now been reclaimed and returned to villages. A system for identifying, assessing livelihood impact, and predicting impacts from future development has been virtually completed. The project has also announced a major new Supplemental Community Compensation program to benefit the most affected villages in the Oilfield Development Area.

In addition to monitoring of progress by the project management and IFC socioeconomic specialists, the World Bank Group's two external monitoring groups for the project will also have monitoring responsibilities. Those two groups are the External Compliance Monitoring Group, and the International Advisory Group.



Introduction

This Action Plan has been developed to address a challenging land use situation in the project's Oilfield Development Area (the OFDA). The situation involves the need to ensure that oilfield area villages and residents have enough land for traditional farming practices, and thus to sustain their long term livelihoods, while at the same time providing enough land for the facilities required to develop Chad's oil reserves.

- The project's efforts to address this land use situation began in mid-2005, when it declared a Level II Noncompliance Situation regarding the pace of returning to communities temporary use land that had been reclaimed in accordance with the Environmental Management Plan (EMP).
- In early 2006, the project freed the necessary construction resources to begin clearing a backlog of land reclamation obligations so that the land could be returned to villages for agricultural use.
- In June, 2006, the authors of the *Chad Resettlement and Compensation Plan Evaluation Study* (Drs. Robert Barclay and George Koppert, 2006) collected field data for their independent study. The project and the World Bank jointly commissioned the evaluation study in compliance with an Environmental Management Plan requirement for a post construction evaluation of the compensation and resettlement program. The study design also responded to concerns about availability of land in the Oilfield Development Area which had been raised by the project's external monitoring groups, civil society and the IFC.
- By the end of 2006, based on the study findings and recommendations, as well as input from the World Bank Group, the project had developed an initial mitigation action plan and had begun implementing it. That initial plan was the starting point for this Action Plan.
- This final Action Plan has been significantly expanded and enhanced from the initial plan through an ongoing collaboration with the Environment and Social Development Department of the World Bank Group's International Finance Corporation.



Project Compensation and Resettlement Program

Since construction began in 2000, the project has compensated nearly 12,900 individual land users for almost 7,100 hectares of land in 375 villages along the entire length of the project from Komé, Chad to Kribi, Cameroon.

Of this total, the Oilfield Development Area includes about one-sixth of the villages (61 out of 375). Compensation in the oilfield area has been paid for nearly 2,900 hectares of land involving about 4,000 individual land users. Project facilities have utilized less than 3% of the total land in the Oilfield Development Area.

Environmental Management Plan Principles

A set of goals delineated by the Chad Environmental Management Plan (Table 1-1, page 1-9) have guided the project's compensation and resettlement programs from the beginning. In turn, these fundamental principles, based on World Bank Operational Directives, have shaped the measures in this Action Plan.

EMP Compensation & Resettlement Goals

Philosophical Goals

- The local population sees the compensation as fair and equitable based on:
 - Local cultural values,
 - People receiving what is perceived as fair.
- Compensation is as transparent as practicable.
- The compensation process treats people the same way whenever practicable.

Compensation Goals

- Affected people's standard of living will not be less than their current conditions when compensation is complete.
- Both holders of legal title to land and traditional land users are compensated.
- Project is conducted in a manner that assures the land is available for use when needed for Project construction and operations.
- Compensation is perceived as fair by local population.

Resettlement Goals

- Need for resettlement is limited through Project design.
- Desirable alternatives to resettlement are provided to affected people.
- Affected people have adequate time and resources to reestablish themselves.
- Resettlement follows traditional procedures of local culture.
- Compensation and resettlement do not create dissension within local population.
- Compensation and resettlement activities are fair.

Continuing Support Goal

- People in both impacted and surrounding areas continue to be supportive of the Chad Development Project.

In accord with these EMP principles, the project's compensation and resettlement programs include such key features as:

- A transparent compensation procedure with a minimum of four disclosure and consultation steps. This process ensures village residents understand the implications of their land being used by the project and how they might use their compensation. In addition, the transparency allows all village residents to see that no other resident is gaining an advantage.
- Sensitivity to cultural practices and local legal requirements. Most land in the project area is controlled by the village and allocated by the local chief. In Chad and Cameroon, nearly all land is legally owned by the state. So farmers, rather than owning land as in Europe or North America, have only the use of the land for crops. The project therefore does not buy land but compensates for a farmer's labor and lost crop opportunities as provided in the EMP.
- Recording all compensation transactions. Each payment goes to an archived file with a photo of the transaction and the recipient's thumb print.
- Avoiding resettlement through project design and by offering two alternatives to resettlement -improved agriculture training and off-farm employment training.

The Chad Compensation and Resettlement Plan is available on the Web at:

www.essochad.com and navigate to Library and then to Documentation.

The World Bank Operational Directive 4.30 on Involuntary Resettlement is available on the Web at:

[http://www.ifc.org/ifcext/enviro.nsf/AttachmentsByTitle/pol_Resettlement/\\$FILE/OD430_InvoluntaryResettlement.pdf](http://www.ifc.org/ifcext/enviro.nsf/AttachmentsByTitle/pol_Resettlement/$FILE/OD430_InvoluntaryResettlement.pdf)

Evolution of the Land Use Situation in the OFDA

In the core oilfield area, unlike the other areas of the project, development has been concentrated into an area of 61 villages rather than spread out in a linear fashion through more than 290 villages as it is along the export pipeline.

In the Oilfield Development Area, as the oilfields were being developed, it became clear that more wells than originally planned would be needed to fully develop the oil in the first three of Chad's oilfields (Komé, Miandoum, Bolobo). The increased number of oil wells has produced socioeconomic consequences in the Oilfield Development Area, which are addressed by this Action Plan.

- Increasing the number of oil wells and the infrastructure required to support them meant using more land. As the evaluation study points out, those land needs are greater than the estimates developed for the Environmental Management Plan adopted years ago before project construction began.
- At the same time, the project fell behind in its obligation to reclaim land and formally return it to villages. Recovering from this backlog was the major focus of the early stages of the project's response to the land use situation.
- As the Barclay/Koppert evaluation study indicates, land pressure was already a challenge in some oilfield villages even before the arrival of the project. In addition, sustainable

livelihoods in the area have been made more difficult because of the near failure of the cotton market in Chad.

- This combination of circumstances has made land scarce in a few heavily affected villages, thus making it more difficult for farmers to find crop land through the usual cultural pattern of village land sharing.

Barclay/Koppert Evaluation Study

In order to assay the project's compensation and resettlement program, the evaluation study authors went to the field in June of 2006 to gather data. They developed in-depth case studies for three villages judged to be the most affected. A data-driven socioeconomic study visited 14 of the most affected communities from the total of 61 villages in the Oilfield Development Area.

Key Theme

The evaluation study authors offered the project an overarching recommendation, a key theme of their study. They strongly recommended that strategies be developed to make sure farmers could find replacement land. In their view, the only way to assure livelihoods remain sustainable in the Oilfield Development Area was to find a way to ensure that the farmers had enough land to grow food in their traditional manner.

Near- and Mid-Term Situation

In the near- and mid-term, the evaluation study determined that the affected villages and households in the Oilfield Development Area: "...are materially and significantly better off than the control groups who were not affected." The study went on to say: "This study's socioeconomic index shows that individual compensation has been very effective in restoring (and in most cases enhancing) project affected households' standards of housing, ownership of certain household goods and productive assets, and in increasing their utilization of community services."

- The socioeconomic index referred to has been utilized in previous studies in the project area and in other African locales. Residents of the studied villages – 14 communities heavily affected by the project's land use – scored 10.5 on the index, about double the scores of the control group of unaffected people.
- To some extent this near- and mid-term economic benefit of the project stems from compensation payments, project employment, and stipends for participation in the two training alternatives to household resettlement.

Long Term Needs

While the authors of the land use study recognized the positive near- and mid-term socioeconomic situation, they also pointed to an issue on the horizon. In developing their key theme that land replacement strategies would be essential, they stressed that these near- and mid-term benefits would fade over time and that long term mitigation would be needed to sustain farm household livelihoods.

Traditional farming methods in the savanna of southern Chad require large amounts of land that are not under cultivation to allow for crop rotation and for fallow resting of fields so they can recover productivity. Thus, in their study of the most affected villages in the Oilfield Development Area (14 of the total 61 villages) the authors found that a majority of the affected residents in those villages had not been able to find adequate quantities of replacement land.

-
- In a small number of villages there was not enough land available due to project land acquisition, which in some cases exacerbated village level land shortages that pre-dated the project development.
 - In a larger number of villages the displaced land users were not able to access replacement land because of village social conditions. For example, some of those who missed out on project compensation were holding on to their land in hopes of future compensation.
 - The evaluation study authors emphasized that in the long term those unable to access replacement land are ultimately reliant on subsistence agriculture. Thus, without replacement land, they could enter a downward spiral of over-cropping, reduced soil fertility, diminished yield and, eventually, reduced food security.

Recommendations

The authors of the evaluation study offered a set of recommendations that would, in their view, help address the current land use situation in the Oilfield Development Area. Their mitigation recommendations target the following areas for improvement:

- Avoidance and minimization of resettlement impacts.
- Identification and registration of affected people.
- Access to land and resources.
- Compensation.
- Livelihood restoration.
- Organization and resources.
- Consultation and disclosure.
- Monitoring and evaluation.
- Management of Change and documentation.

The recommendations regarding Management of Change and documentation are being addressed separately.

The full text of the Barclay/Koppert study is available on the Web by navigating to: www.worldbank.org/ogmc and clicking on the link to the study.

Action Plan

The plan has been constructed around a set of action areas designed to implement the recommendations in the evaluation study. Each action includes a set of tasks to be performed. Each task is then described in detail, including:

- The result expected from the task.
- A description of the work to be done, generally including a list of steps or subtasks.
- The resources needed to support the work.
- The milestones to measure progress in executing the task.

Each action and task has been numbered and listed in a master table (see Appendix B) that will help track the overall status of the Action Plan.

The nine action areas are:

1. Identify the affected population; assess and predict project impacts. (*Identification & Assessment*).
2. Manage the project to reduce land use impact (*Land Use Impact Reduction*).
3. Resettle affected population if other strategies are judged inadequate to maintain individual livelihoods (*Resettlement*).
4. Improve effectiveness of the Off Farm Training alternative to resettlement (*Off Farm Training*).
5. Improve effectiveness of the Improved Agriculture Training alternative to resettlement (*Improved Agriculture Training*).
6. Maintain and enhance individual land use compensation (*Individual Compensation*).
7. Maintain and enhance community compensation (*Community Compensation*).
8. Consult and communicate with stakeholders (*Consultation and Communication*).
9. Monitor results and manage livelihood strategies (*Monitoring & Organization*).

Action Area 1: Identification & Assessment

Methodology

Use various tools such as the project's Geographic Information System (GIS) and field surveys to identify current and future project impacts at the village and individual land user level. The information from the identification and assessment process will then be used in other action areas to mitigate current conditions and to minimize future impacts. The Identification and Assessment systems will make it possible for the project's application of the Environmental Management Plan to be more forward looking, assessing cumulative land use impacts (total impacts over time) and predicting areas of high potential land use impact.

Geographic Information Systems use computer technology to overlay data and maps or photos so that spatial relationships can be displayed and analyzed. In this application, the GIS will overlay individual and village level socioeconomic data on satellite photos and project facility maps.

Task List

- 1.1 Inventory land uses (agricultural land, project land).
- 1.2 Design and implement impact assessment system for villages.
- 1.3 Design and implement impact assessment system for individuals.
- 1.4 Conduct socioeconomic survey of project affected people.

Task 1.1: Inventory land uses (agricultural land, project land)

Expected Result

Completed GIS showing project land use (permanent and temporary) and agricultural land use (cultivated, fallow, bush).

Work Description

- a. Conduct as-built survey of existing facilities in Oilfield Development Area.
- b. Upgrade the project's GIS Land Management Database (GIS) with village boundaries, information from satellite photos, results of the as-built survey and other appropriate information as it becomes available.
- c. Use upgraded GIS to define for each village the amount of cultivated, fallow and bush land.
- d. Use upgraded GIS to define all project land use in permanent and temporary categories.
- e. Design and conduct training of LCC/NGOs in Participatory Rapid Appraisal (PRA).
- f. Conduct PRA surveys to obtain information on land capacity and production.
- g. Continue to maintain an inventory of people affected by project land take (dependents, fields, etc.).
- h. As provided in the Chad Resettlement and Compensation Plan continue to maintain an inventory of vulnerable individuals (widows, handicapped, women head of households, older people, etc.) among the project affected people.

Resources Required

- GIS team and equipment.
- External expertise to design and manage PRA.

Milestones

- GIS upgraded.
- Complete initial land inventory.
- Complete initial people inventory.

Task 1.2: Design and implement impact assessment system for villages.

See Task 9.1 in the Monitoring and Management activity area for information on how the impact assessment system for villages will be used to produce monitoring reports.

Expected Result

Develop a system to be used as a tool to assess project land use impacts on villages using data collected in the GIS database. The results of the assessment will be updated and reviewed monthly by EMP management. The system will include evaluation tools such as maps, bar charts and tables.

Work Description

- a. Establish initial set of assessment categories.
- b. Commission external expertise to help define final criteria.

*Categories will be designed around a flagging system of:
Green (villages where project land use has had a low impact).
Cream (villages where project land use has had a moderate impact).
Orange (villages where project land use has had a high impact).*

Initially the categories will be based on the ratio of the project land use (including permanent plus temporary land minus returned land) to total surface area within village boundaries.

Other criteria will also be considered and tested, including population density, land production capacity, number of project affected people, number of vulnerable people.

- c. Field test the categories and criteria.
- d. Integrate assessment system into GIS database.

Resources Required

- GIS staff and equipment.
- External expertise.

Milestones

- Establish initial categories.
- Integrate categories into GIS.
- Complete test of categories.

Task 1.3: Design and implement impact assessment system for individuals.

See Task 9.1 in the Monitoring and Management activity area for information on how the impact assessment system for individuals will be used to produce monitoring reports.

Expected Result

Develop a tool to assess and track project land use impacts on individuals using data collected in the GIS database. The results of the assessment will be updated and reviewed annually by EMP management. The system will include evaluation tools such as bar charts and tables.

Work Description

- a. Establish assessment categories and criteria.

Categories will be designed around a color coded flagging system of:

White (households with more than 0.67 corde per household member.)

Pink (households with less than 0.67 corde per member before project impacts).

Red (households with less than 0.67 corde per member after project impacts).

- b. Integrate assessment system into GIS database.

Resources Required

- GIS staff and equipment.

Milestones

- Establish categories.
- Integrate categories into GIS.

Task 1.4: Conduct socioeconomic survey of project affected people.

Expected Result

Going forward, collect comprehensive socioeconomic data on all people receiving individual land use compensation – either additional compensation or first time compensation. For past recipients of compensation, existing data will be used. The socioeconomic surveys will provide a mechanism to identify vulnerable people who will fall into the red flag category of project impact. They will also permit the tracking of positive project impacts.

Work Description

- a. Utilize questionnaire from Barclay/Koppert study, modified as needed.

-
- b. Train EMP staff to use the questionnaire.
 - c. Inventory vulnerable people using existing database and new socioeconomic questionnaire.

Resources Required

- External expertise to conduct LCC PRA training.

Milestones

- Begin using Barclay/Koppert questionnaire.
- EMP staff PRA training completed.
- Task completed.

Action Area 2. Land Use Impact Reduction

Methodology

Use the identification and assessment process to reduce the existing project footprint and to design project facilities to minimize future land use impacts. Return temporary land to cultivation pool as soon as practical.

Task List

- 2.1 Reclaim temporary land no longer in use.
- 2.2 Return reclaimed land in a timely manner.
- 2.3 Reduce wellpad sizes.
- 2.4 Reduce land fragmentation.
- 2.5 Reduce driving of project vehicles on reclaimed land.
- 2.6 Conduct awareness training for operations/construction management on the importance of land reclamation and return.

Task 2.1: Reclaim temporary land no longer in use.

Expected Result

Clear backlog of land not yet reclaimed and continue reclaiming land in a timely manner.

Work Description

- a. Update existing project land reclamation close-out form.
- b. Identify land not yet reclaimed.
- c. Incorporate wellpad reduction in program.
- d. Incorporate improved flowline and power line right of way reclamation in program.
- e. Prioritize reclamation based on the time the land has been held.
- f. Send reclamation requests to construction.
- g. Reclaim land.

h. Report status quarterly.

Resources Required

- Construction capacity.
- Construction budget.

Milestones

- First quarterly status report.
- Backlog cleared.

Task 2.2: Return reclaimed land in a timely manner.

Expected Result

Clear backlog of land not yet returned and continue returning land in a timely manner.

Work Description

- a. Identify land not yet returned.
- b. Return land using quitus process.
- c. Report status quarterly.

Resources Required

- Existing EMP staff.

Milestones

- First quarterly status report.
- Backlog cleared.

Task 2.3: Reduce wellpad sizes.

Expected Result

Implement reduced post-drilling wellpad size design, including reclamation and land return.

Work Description

- a. Adopt new wellpad design.
- b. Incorporate wellpads in the reclamation and land return schedule.

Resources Required

- Construction capacity.
- Construction budget.

Milestones

- First quarterly status report.

-
- Backlog cleared.

Task 2.4: Reduce land fragmentation.

Expected Result

Predict and reduce loss of land for cultivation caused by land fragmentation. Land fragmentation happens when multiple project facilities are located in such a way that they isolate pockets of land that are not practical for cultivation.

Work Description

- a. Incorporate fragmentation prevention protocols in the Land Management Manual.
- b. Train land identification surveyors and GIS staff to screen for fragmentation issues.
- c. Include a check for fragmentation in the pre-construction sign off procedure that releases land to construction use.

Resources Required

- Existing EMP staff including surveyors and GIS staff.

Milestones

- Task complete.

Task 2.5: Reduce driving of project vehicles on reclaimed land.

Expected Result

Contractors and project employees will stop driving on reclaimed land such as flowline right of ways.

Work Description

- a. Conduct awareness campaign among drivers and security personnel.
- b. Evaluate need for further action, including some form of sanctions.

Resources Required

- Existing EMP staff.

Milestones

- Awareness training underway.
- Evaluate need for additional steps.

Task 2.6: Conduct land use reduction training for operations/construction management.

Expected Result

Increase efficiency and effectiveness of land use impact reduction by raising awareness of land use issues among decision makers in operations and construction department.

Work Description

- a. Design awareness briefing/training sessions.
- b. Conduct briefings.

Resources Required

- Existing EMP staff.

Milestones

- Briefings completed.

Action Area 3: Resettlement

Methodology

On a case-by-case basis, arrange replacement land for resettlement-eligible project affected people if other strategies would not be expected to be effective in maintaining their livelihoods. Several other action areas will be essential to this endeavor. Identification and Assessment will tell the project who is eligible for resettlement. The action areas for Off Farm Training and Agricultural Improvement Training will provide alternatives to resettlement. Consultation and Communications will be crucial elements in the process of helping affected people make informed choices about resettlement or resettlement alternatives.

Note: All of the Action Area 3 tasks relate closely to Task 3.7, the updating of the Resettlement Manual, a primary implementation and documentation tool for the entire action area.

Task List

- 3.1 Develop a process to arrange for replacement land by compensating third parties who give up cultivated land.
- 3.2 Develop a process to arrange for bush and fallow replacement land from host villages.
- 3.3 Implement a fast track livelihood restoration effort targeting affected people in five severely affected villages.
- 3.4 Develop a framework for site specific livelihood restoration action plans for villages in the orange category.
- 3.5 Implement site specific livelihood restoration action plans for villages in the orange category.
- 3.6 Create a watch list system for cream category villages.
- 3.7 Update the Resettlement Manual.

Task 3.1: Develop a process to arrange for replacement land by compensating third parties who give up cultivated land.

Expected Result

This process, using the existing Environmental Management Plan provisions for individual land use compensation of cultivated land, will improve the project's ability to arrange for

replacement land for resettlement of project affected people and it will be incorporated into the project's updated Resettlement Manual.

Work Description

- a. Include the process as an update element for the Resettlement Manual.
- b. Develop and implement a public awareness campaign to promote the new program of third party compensation.
- c. Act as a facilitator, working with traditional authorities to facilitate identification of the land donors to be compensated as provided in the Chad Resettlement and Compensation Plan.

Resources Required

- External expertise.
- EMP LCCs for consultation aspect.
- Additional funds for compensation.

Milestones

- See task 3.7.
- Implementation of public awareness campaign.

Task 3.2: Develop a process to arrange for bush and fallow replacement land from host villages.

Expected Result

This process, using the existing Environmental Management Plan provisions for community compensation, will improve the project's ability to arrange for replacement land for resettlement of project affected people and it will be incorporated into the project's updated Resettlement Manual.

Work Description

- a. Include the process as an update element for the Resettlement Manual.
- b. Develop and implement a public awareness campaign to promote the new program of third party compensation.
- c. Work with traditional authorities in the host village to identify available bush land and land that has been fallow for more than one year.
- d. Arrange for community compensation of the host village as provided in the Chad Resettlement and Compensation Plan.

Resources Required

- External expertise.

Milestones

- See task 3.7.

Task 3.3: Implement a fast track livelihood restoration effort targeting affected individuals in five severely affected villages.

Expected Result

This fast track effort will ensure that affected individuals in five severely affected villages have highest priority for livelihood restoration. The goal will be to conduct consultation and assessments before onset of the 2007 rainy season so that implementation of mitigation can begin immediately after rainy season ends.

On the basis of the Barclay/Koppert study and ECMG recommendations, five villages have been identified as severely affected. The five villages are Ngalaba, Dokaidilti, Dildo, Bero and Madjo. It is anticipated that these village may eventually be designated in the orange category.

Work Description

- a. Comb the compensation database to identify those to be surveyed.

Those selected for the survey will meet three criteria: 1) less than 0.67 corde of land per household member, 2) resident of one of the five severely affected villages, 3) selected Improved Agriculture Training or Off Farm Training as an alternative to resettlement.

- b. Plan livelihood restoration program for each affected individual needing additional assistance.
- c. Collect data from the fast track participants and design the Action Plan's annual assessment report for red category individuals and collect the data from the fast track participants.
- d. Hire contractors for implementation of mitigation.
- e. Begin implementation of mitigations at end of rainy season

Resources Required

- External expertise.
- Survey staff and logistics support.
- Funding for field survey.
- Funding for implementation contractors.

Milestones

- See task 3.7.
- Launch field survey.
- Complete individual plans.
- Begin implementation.

Task 3.4: *Develop a framework for site specific livelihood restoration action plans for villages that will be designated in the orange category.*

Expected Result

The framework will be produced in the field by developing a site specific livelihood restoration action plan for one village as a model. The plan for this first village will consolidate all of the project's livelihood restoration tactics into a strategy that can later be applied to additional orange category villages. Tactics to be employed include a village wide socioeconomic survey which will help tailor choices to be made from the full range of the project's compensation and resettlement options. The framework will also provide for creating village level livelihood enhancement through economic development projects, possibly including use of a village's Supplemental Community Compensation opportunities.

Work Description

- a. Determine if questionnaires from the Barclay/Koppert study will provide needed information.
- b. If Barclay/Koppert data are not sufficient, develop new study tools and conduct field survey.
- c. Develop livelihood restoration plan for the selected village. If possible, the plan will incorporate that village's supplemental community compensation.
- d. Based on plan, produce framework.
- e. Hire contractors for implementation of site specific plan.
- f. Begin implementation of site specific plan in early 2008.

Resources Required

- External expertise.
- Barclay/Koppert questionnaire results.
- Field survey team and supporting logistics.
- EMP staff support, including LCC.
- Funding to implement site specific plan.

Milestones

- See task 3.7.
- Beginning of consultation.
- Complete site specific plan.
- Complete framework for inclusion in Resettlement Manual.
- Begin implementation.

Task 3.5: *Implement site specific livelihood restoration action plans for villages in the orange category.*

Expected Result

Site specific livelihood restoration action plans will be developed for all orange category villages identified in the GIS.

Work Description

The work for the remaining site specific livelihood restoration action plans will be guided by the framework produced in Task 3.4.

Resources Required

- External expertise.
- Support in the field from EMP socioeconomic monitors.
- Funds to implement the plans.

Milestones

- See task 3.7.
- Start public consultation for site specific plans in orange category villages.
- Additional milestones for site specific specifications to be developed based on completed framework.

Task 3.6: *Create a watch list system for cream category villages.*

Expected Result

This watch list system will help avoid cream category villages going to the orange category.

Work Description

See Task 1.2 for information on inclusion of cream category watch list in monthly reporting.

Resources Required

- Completion of Activity Area 1.

Milestones

- See task 3.7.
- See Task 1.2.

Task 3.7: *Update the Resettlement Manual.*

Expected Result

The project's Resettlement Manual will be updated to include the processes described in Tasks 3.1 through 3.6. In addition, the update will identify and incorporate existing practices that have evolved over time since the manual was originally created.

Include in the revised manual an entitlement matrix, the framework for site specific livelihood restoration action plans, the criteria for resettlement using the assessment flagging system, the mechanism for third party compensation and the process for obtaining bush land. The updated manual will also provide for a greater emphasis on land-for-land resettlement and provide for documentation of the offers of that option.

Work Description

- a. Interview EMP staff and document resettlement practices that have evolved over time.
- b. Update the manual, incorporating information from staff and new resettlement practices created in activity areas 3, 4 and 5.
- c. Train EMP staff on new processes in updated manual.

Resources Required

- External expertise.
- Resettlement practices elements from activity areas 3, 4 and 5.

Milestones

- Completion of updated Resettlement Manual.
- Launch training on updated Resettlement Manual.

Action Area 4: Off Farm Training

Methodology

This action area will increase the effectiveness of Off Farm Training for livelihood restoration. It will examine lessons from the project's past experience in the program and based on those lessons make adjustments in the types of training offered as well as other aspects of the program. The end product of this action will be an element in the updated Resettlement Manual.

Task List

4.1 Improve effectiveness of Off Farm Training.

Task 4.1: Improve Effectiveness of Off Farm Training

- a. Study current program and identify opportunities for improvement.
- b. Conduct survey of local businesses and use the information to improve the match between opportunities and the offered training.
- c. Coordinate with IFC SME Programme (the "incubator") in the OFDA to identify or create opportunities for sustainable local business development.
- d. Produce Off Farm Training element to be included in updated Resettlement Manual

The studies described in the task list will examine several potential program improvements. One would be to spread training over a longer period to allow

for time away from training for agricultural or apprentice opportunities. Another study topic will be the development of a stipend strategy that will provide support without unduly enticing participation in the program. Another item for study will be ways to accommodate vulnerable people eligible for Off Farm Training (e.g., widows, women heads of household, handicapped, etc.).

The Identification and Assessment activity area provides for the livelihood status of each program participant to be monitored annually for three years following completion of training. An annual assessment report will include monitoring information.

Resources Required

- External expertise.
- Funding for improving the program.
- IFC SME Programme commitment.

Milestones

- See task 3.7.
- Completion of Off Farm Training element for Resettlement Manual.

Action Area 5. Improved Agriculture Training

Methodology

This action area will increase the effectiveness of Improved Agriculture Training for livelihood restoration. It will examine lessons from the project's past experience in the program and based on those lessons make adjustments in the program offered as well as other aspects of the program. The end product of this action will be an element in the updated Resettlement Manual.

Task List

5.1 Improve effectiveness of Improved Agriculture Training.

Task 5.1: Improve Effectiveness of Improved Agriculture Training

- a. Study current program and identify opportunities for improvement.
- b. Produce Improved Agriculture Training element to be included in updated Resettlement Manual

The study described in the task list will examine several potential program improvements. One will be an assessment of the Improved Agriculture Training contractors and their Terms of Reference. Another study topic will be the level and types of support for participants in the program while they are in training. Another item for study will be ways to accommodate vulnerable people eligible for Improved Agriculture Training (e.g., widows, women heads of household, handicapped, etc.).

The element to be created for inclusion in the Resettlement Manual will capture and formalize existing practices of setting out the resettlement and alternative choices to ensure informed selection of the program. The manual will include guidelines and a counseling process to help farmers choose their agricultural activity (e.g., crops, livestock, etc.) in the context of the amount of land remaining in their household. A protocol will be devised to identify participants subjected to multiple land takes and it will describe measures to remedy that situation if needed.

The Identification and Assessment activity area provides for the livelihood status of each program participant to be monitored annually for three years following completion of training. An annual assessment report will include this monitoring information.

Resources Required

- External expertise.
- Funding for improving the program.

Milestones

- See task 3.7.
- Completion of Improved Agriculture Training element for Resettlement Manual

Action Area 6: Individual Compensation

Methodology

This action area will result in updated elements relating to individual compensation as described in the Land Management Manual. They include improvements for in-kind compensation that will help ensure sustainability of livelihoods, the addition of a new entitlement category for compensation of third party land users contributing land to affected people, and the addition of an entitlement matrix to summarize the project's compensation programs.

Task List

6.1 Update individual compensation elements in Land Management Manual.

Task 6.1: Update individual compensation elements in Land Management Manual.

- a. Incorporate third party compensation process in Land Management Manual. See Task 3.1 for development of this compensation process.
- b. Implement the recommendations in the 2006 project study of in-kind compensation.
- c. Continue monitoring of market prices and update compensation rates as appropriate.

-
- d. Add an entitlement matrix to the Land Management Manual that summarizes existing compensation practices and add the new ones as above. See Table 7 in the *Handbook for Preparing a Resettlement Action Plan* (IFC, 2001) for an example.

The Identification and Assessment activity area provides for the livelihood status of each program participant to be monitored annually for three years following completion of training. An annual assessment report will include this monitoring information.

Resources Required

- EMP Team member to author Land Management Manual update.
- Funding to implement in-kind program improvements.

Milestones

- Completion of update elements for Land Management Manual.

Action Area 7: Community Compensation

Methodology

The community compensation element of the Land Management Manual will be updated to include the project's supplemental compensation program for the most affected villages in the Oilfield Development Area. The update will also include several refinements to the ongoing community compensation program, including the new calibration system for allocating the compensation according to the degree of impact.

Task List

- 7.1 Update existing community compensation program, including calibration of compensation to impact.
- 7.2 Design and execute the supplemental compensation program.

Task 7.1: Update existing community compensation program, including calibration of compensation to level of community impact.

Expected Result

The community compensation element of the Land Management Manual will be updated.

Work Description

- a. Create a catalog of offerings for community compensation modeled after the one used in Cameroon, and assigning a unit value to each item.
- b. Develop and include in the catalog a framework for offering community economic development projects that would be designed in collaboration with the community.
- c. Design system to calibrate the level of the community compensation grant per village to the level of direct project impact on the village.
- d. Base the calibration system on the village impact assessment system developed in Action Area 1 (orange, cream, green categories).

-
- e. Provide in the program the flexibility and guidance that will allow a village to customize its compensation.
 - f. Retain existing system of allocating community compensation to Canton and Sub-prefecture, which reflects indirect impacts.
 - g. Produce update element for Land Management Manual.

Resources Required

- External expertise.

Milestones

- Completion of updated element for Land Management Manual.

Task 7.2: Design and implement the supplemental compensation program for the Oilfield Development Area.

Expected Result

The supplemental compensation program for the Oilfield Development Area will help mitigate the impact the project has had on villages in the Oilfield Development Area. The program will link to site specific village livelihood restoration action plans.

Work Description

- a. Assess the community compensation catalog being created and, if necessary, modify it for use in the supplemental community compensation program.
- b. During consultations with eligible villages, emphasize the importance of sustainable economic development projects for community livelihood sustainability.
- c. Devise a system for allocating supplemental community compensation in the Oilfield Development Area. Base the system on the village assessment categories developed in Action Area 1 (orange, cream, green categories).
- d. In villages where a site specific livelihood restoration action plan will be created, integrate that village's supplemental compensation into the Action Plan.
- e. Produce an implementation plan for the supplemental community compensation program.

Resources Required

- External expertise.
- Funding for supplemental program.

Milestones

- Completion of implementation plan for the Supplemental Community Compensation Program.

Action Area 8: Consultation and Communications

Methodology

This action area will design the public release of this plan to ensure that stakeholders are informed. The project will continue to utilize its existing consultation process as described in the EMP. However, evolved existing practices will be captured in order to update the consultation elements of the Resettlement and Land Management Manuals and to be included in the implementation plan for the Supplemental Community Compensation program. The new third party compensation program will be promoted in affected communities.

Task List

- 8.1 Publicly release this Land Use Mitigation Action Plan.
- 8.2 Carry out community level consultation to support the implementation of this Land Use Mitigation Action Plan.

Task 8.1: Publicly release this Land Use Mitigation Action Plan.

Expected Result

Information documents and the full text of the plan will be made readily available through a public release program including posting on the Web.

Work Description

- a. Prepare brief summary of plan.
- b. Post English version of summary and full text of plan on Web.
- c. Translate the summary into French and post on Web.
- c. Translate the full text into French and post on Web.
- d. Distribute plan in Chad to the list of people and organizations used for distribution of the semi-annual Project Update Reports.
- e. Include a chapter on the implementation of this Action Plan as a standard content item for the Project Update Reports.

Resources Required

- Internal staff at Esso and IFC.

Milestones

- Posting on the Web.
- Distribution of Action Plan in Chad.

Task 8.2: Carry out community level consultation to support the implementation of this Land Use Mitigation Action Plan.

Expected Result

Affected people and other local stakeholders (e.g., government of Chad, local civil society, etc.) will be informed and consulted as appropriate during the design and implementation of the tasks set out in this plan.

Work Description

- a. Continue to carry out the consultation principles and procedures regarding compensation (e.g., informing individual land users, choice of resettlement options, community compensation, etc.)
- b. Consult with stakeholders during the creation of the plans and updated manuals described in this Action Plan (e.g., framework for site specific action plans, Off Farm Training, etc.).
- c. Create and carry out a promotional plan for the third party compensation enhancement to the resettlement program.

Resources Required

- EMP staff.
- External experts involved in various elements of the Action Plan.

Milestones

- Ongoing activity common to all Activity Areas.

Action Area 9: Monitoring & Organization

Methodology

A monitoring system will support the implementation of this Action Plan by enabling Esso and IFC managers to track progress and evaluate performance. This information will be used to manage and organize the work of the Action Plan. In addition, the monitoring systems growing out of the Identification and Assessment systems described in Action Area 1 will make it possible for the project's application of the Environmental Management Plan to be more forward looking, assessing cumulative land use impacts (total impacts over time) and predicting areas of high potential land use impact.

Task List

- 9.1 Create a monthly village and annual individual livelihood assessment monitoring system from existing and new reporting tools.
- 9.2 Create a management tool that identifies milestones and set target dates for them.
- 9.3 Commission a small team of consultants to assist EMP staff in implementation of this Action Plan.

Task 9.1: Create a monthly village and annual individual livelihood assessment monitoring system from existing and new reporting tools.

Expected Result

Create a management and monitoring tool that will make it possible to monitor livelihood conditions in villages and of category red project affected people.

Work Description

- a. Select indicators and design monthly assessment report for all Oilfield Development Area villages. (See Task 1.2.)
- b. Select indicators and design annual assessment report for red category individuals. (See Task 3.3.)
- c. As experience is gained on assessment needs, fine tune the content of the monthly and annual assessment reports.
- d. Create one or more feedback loops to ensure that key trends (negative or positive) are communicated to management and acted upon.

Resources Required

- Project management commitment.

Milestones

- Design of monthly village assessment report.
- Provide copy of village assessment report to IFC quarterly.
- Design of annual red category individual assessment report.
- Provide copy of individual assessment report to IFC.

Task 9.2: Create a management tool that identifies milestones and sets target dates for them.

Expected Result

Create a management tool that will make it possible to track progress as the Action Plan is implemented. Information from Appendixes A and B will be incorporated into the tool.

Work Description

- a. Identify milestones.
- b. Set a target date for each milestone.
- c. Allow for flexibility of management of milestones and dates as field experience is acquired during Action Plan implementation.

Resources Required

- Staff time to create tool.

Milestones

- Creation of tool.

Task 9.3: Commission a small team of consultants to assist EMP staff in implementation of this Action Plan.

Expected Result

A small team of outside consultants will help the project complete the tasks described in this Action Plan, in particular the activities described in *Appendix A: Work Goals by End of 2007*. The consultants will have specialist expertise to help guide the work and will increase the capacity of the EMP department to complete the work.

The project envisions a group of perhaps two to four consultants, although the number is not fixed and depends on availability of the sought expertise, the timing of the work to be done, project budgets and other variables. The consultants will be contracted by the project to perform a variety of work under the direction of project EMP managers. Some examples of the work to be done include field socioeconomic surveys, designing a framework for village site specific action plans for livelihood restoration, researching and writing elements to update the Land Management and Resettlement Manuals, and assisting with the training and coordination of EMP staff. It is possible that the consultants will perform additional project duties outside the scope of this Action Plan. IFC has offered to assist the project in recruiting the needed consultants by sharing information about suitable candidates and making introductions.

Work Description

- a. Scope the work to be done in this Action Plan that would require outside expertise.
- b. Determine a division of labor and decide how many consultants will be required.
- c. Write terms of reference for the positions.
- d. Interview candidates and make selections.
- e. Contract for services.
- f. Arrange logistics support (e.g., socioeconomic survey interview teams, drivers/cars, etc.)
- g. Establish process for project supervision and regular reporting on work to project managers.

Resources Required

- EMP management time.

Milestones

- Terms of reference for each position to be contracted.
- Contracts signed with consultant for each position to be contracted.



Appendix A: Work Goals by End of 2007

- The identification and assessment system will be in place.
(See Action Area 1, Identification & Assessment.)
- All the land yielded by wellpad size reduction will be reclaimed and returned to communities.
(See Action Area 2, Land Use Impact Reduction.)
- Livelihood restoration will be underway for the most affected people and villages.
(See Action Area 3, Resettlement)
 - The fast track household livelihood restoration program will be launched for most affected people in the most affected villages.
 - The framework will be produced for the site specific village action plans.
 - The first site specific action plan for a most affected village will be completed and ready for implementation in early 2008.
- The contractor will be working to enhance the Off Farm Training program.
(See Action Area 4, Off Farm Training)
- The contractor will be working to enhance the Improved Agriculture Training program.
(See Action Area 5, Improved Agriculture Training)
- The third party land compensation program will be launched.
(See Action Areas 3 and 6, Resettlement and Individual Compensation)
- Significant enhancements will be made in the Community Compensation programs.
(See Action Area 7, Community Compensation)
 - Ongoing community compensation will be calibrated to the level of village impact.
 - Consultation will be underway in the Supplemental Community Compensation villages.
- Consultation and communications will continue at current levels.
(Action Area 8, Consultation and Communications)
- The livelihood monitoring system will be in place.
(See Action Area 9, Monitoring & Organization)
 - There will be monthly statistical assessment reports on affected villages.
 - The first annual livelihood assessment report will be completed.

Appendix B: Master Table of Action Areas & Tasks (6 April 2007)

Action Area 1: Identification & Assessment

Use various tools such as the project's Geographic Information System (GIS) and field surveys to identify current and future project impacts at the village and individual land user level. The information from the identification and assessment process will then be used in other action areas to mitigate current conditions and to minimize future impacts. The Identification and Assessment systems will make it possible for the project's application of the Environmental Management Plan to be more forward looking, assessing cumulative land use impacts (total impacts over time) and predicting areas of high potential land use impact.

Task	Result	Resources Req.	Milestones	Status	
1.1	Inventory land uses (agricultural land, project land)	Completed GIS showing project land use (permanent and temporary) and agricultural land use (cultivated, fallow, bush).	<ul style="list-style-type: none"> • GIS team and equipment. • External expertise to design and manage PRA. 	<ul style="list-style-type: none"> • GIS upgraded. • Complete initial land inventory. • Complete initial people inventory. 	100% 50% 80%
1.2	Design and implement impact assessment system for villages.	Develop a system to be used as a tool to assess project land use impacts on villages using data collected in the GIS database. The results of the assessment will be updated and reviewed monthly by EMP management. The system will include evaluation tools such as maps, bar charts and tables.	<ul style="list-style-type: none"> • GIS staff and equipment. • External expertise. 	<ul style="list-style-type: none"> • Establish initial categories. • Integrate categories into GIS. • Complete test of categories. • Design assessment report. • First assessment report. 	70% 50% 50%

1.3	Design and implement impact assessment system for individuals.	Develop a tool to assess and track project land use impacts on individuals using data collected in the GIS database. The results of the assessment will be updated and reviewed annually by EMP management. The system will include evaluation tools such as bar charts and tables.	<ul style="list-style-type: none"> • GIS staff and equipment. 	<ul style="list-style-type: none"> • Establish categories. • Integrate categories into GIS. • Design assessment report. • First assessment report. • 	<p>100%</p> <p>100%</p> <p>50%</p>
1.4	Conduct socioeconomic survey of project affected people.	Going forward, collect comprehensive socioeconomic data on all people newly affected by the project (all those receiving individual land use compensation). Existing data will be used for past recipients of compensation. The socioeconomic surveys will provide a mechanism to identify vulnerable people who will fall into the red flag category of project impact. They will also permit the tracking of positive project impacts.	<ul style="list-style-type: none"> • External expertise to conduct LCC training. 	<ul style="list-style-type: none"> • Begin using Barclay/Koppert questionnaire. • EMP staff PRA training completed. • Task completed. 	

Action Area 2: Land Use Impact Reduction

Use the identification and assessment process to reduce the existing project footprint and to design project facilities to minimize future land use impacts. Return temporary land to cultivation pool as soon as practical.

Task	Result	Resources Req.	Milestones	Status
2.1	Reclaim temporary land no longer in use.	<ul style="list-style-type: none"> • Construction capacity. • Construction budget. 	<ul style="list-style-type: none"> • First quarterly status report. • Backlog cleared. 	<p>20%</p> <p>30%</p>

2.2	Return reclaimed land in a timely manner.	Clear backlog of land not yet returned and continue returning land in a timely manner.	<ul style="list-style-type: none"> • Existing EMP staff. 	<ul style="list-style-type: none"> • First quarterly status report. • Backlog cleared. 	20%	95%
2.3	Reduce wellpad sizes.	Implement reduced post-drilling wellpad size design, including reclamation and land return.	<ul style="list-style-type: none"> • Construction capacity. • Construction budget. 	<ul style="list-style-type: none"> • First quarterly status report. • Backlog cleared. 	20%	30%
2.4	Reduce land fragmentation.	Predict and prevent loss of land for cultivation caused by land fragmentation. Land fragmentation happens when multiple project facilities are located in such a way that they isolate pockets of land that are not practical for cultivation.	<ul style="list-style-type: none"> • Existing EMP staff including surveyors and GIS staff. 	<ul style="list-style-type: none"> • Task complete. 		
2.5	Reduce driving of project vehicles on reclaimed land.	Contractors and project employees will stop driving on reclaimed land such as flowline right of ways.	<ul style="list-style-type: none"> • Existing EMP staff. 	<ul style="list-style-type: none"> • Awareness training underway. • Evaluate need for additional steps. 	50%	30%
2.6	Conduct land use reduction training for operations & construction management.	Increase efficiency and effectiveness of land use impact reduction by raising awareness of land use issues among decision makers in operations and construction department.	<ul style="list-style-type: none"> • Existing EMP staff. 	<ul style="list-style-type: none"> • Briefings completed. 		30%

Action Area 3: Resettlement

On a case-by-case basis, arrange replacement land for resettlement-eligible project affected people if other strategies would not be expected to be effective in maintaining their livelihoods. Several other action areas will be essential to this endeavor. Identification and Assessment will tell the project who is eligible for resettlement. The action areas for Off Farm Training and Agricultural Improvement Training will provide alternatives to resettlement. Consultation and Communications will be crucial elements in the process of helping affected people make informed choices about resettlement or resettlement alternatives.

Task	Result	Resources Req.	Milestones	Status
3.1	Develop a process to arrange for replacement land by compensating third parties who give up cultivated land.	<ul style="list-style-type: none">• External expertise.• EMP LCCs for consultation aspect.• Additional funds for compensation.	<ul style="list-style-type: none">• See task 3.7.• Implementation of public awareness campaign.	New Program
3.2	Develop a process to arrange for bush and fallow replacement land from host villages.	<ul style="list-style-type: none">• External expertise.	<ul style="list-style-type: none">• See task 3.7.	New Program

3.3	<p>Implement a fast track livelihood restoration effort targeting affected individuals in five severely affected villages.</p>	<p>This fast track effort will ensure that affected individuals in five severely affected villages have highest priority for livelihood restoration. The goal will be to conduct consultation and assessments before onset of the rainy season so that implementation of mitigation can begin immediately after rainy season ends.</p>	<ul style="list-style-type: none"> • External expertise. • Survey staff and logistics support. • Funding for field survey. • Funding for implementation contractors. 	<ul style="list-style-type: none"> • See task 3.7. • Launch field survey. • Complete individual plans. • Begin implementation. 	New Program
<p>On the basis of the Barclay/Koppert study and ECMG recommendations, five villages have been identified as severely affected. The five villages are Ngalaba, Dokaidilti, Dildo, Bero and Madjo. It is anticipated that these village may eventually be designated in the orange category.</p>					

3.4	Develop a framework for site specific livelihood restoration action plans for villages that will be designated as being in the orange category.	The framework will be produced in the field by developing a site specific livelihood restoration action plan for one village as a model. The plan for this first village will consolidate all of the project's livelihood restoration tactics into a strategy that can later be applied to additional orange category villages. Tactics to be employed include a village wide socioeconomic survey which will help tailor choices to be made from the full range of the project's compensation and resettlement options. The framework will also provide for creating village level livelihood enhancement through economic development projects, possibly including use of a village's Supplemental Community Compensation opportunities.	<ul style="list-style-type: none"> • External expertise. • Barclay/Koppert questionnaire results. • Field survey team and supporting logistics. • EMP staff support, including LCC. • Funding to implement site specific plan. 	<ul style="list-style-type: none"> • See task 3.7. • Beginning of consultation. • Complete site specific plan. • Complete framework for inclusion in Resettlement Manual. • Begin implementation. 	New Program
3.5	Implement site specific livelihood restoration action plans for villages in the orange category.	Site specific livelihood restoration action plans will be developed for all orange category villages as identified in the GIS.	<ul style="list-style-type: none"> • External expertise. • Support in the field from EMP socioeconomic monitors. • Funds to implement the plans. 	<ul style="list-style-type: none"> • See task 3.7. • Start public consultation for site specific plans in orange category villages. • Additional milestones for site specific specifications to be developed based on completed framework. 	New Program
3.6	Create a watch list system for cream category villages.	This watch list system will help avoid cream category villages going to the orange category.	<ul style="list-style-type: none"> • Completion of Activity Area 1. 	<ul style="list-style-type: none"> • See task 3.7. • See Task 1.2. 	New Program

3.7	Update the Resettlement Manual.	The project's Resettlement Manual will be updated to include the processes described in Tasks 3.1 through 3.6. In addition, the update will identify and incorporate existing practices that have evolved over time since the manual was originally created.	<ul style="list-style-type: none"> • External expertise. • Resettlement practices elements from activity areas 3, 4 and 5. 	<ul style="list-style-type: none"> • Completion of updated Resettlement Manual. • Launch training on updated Resettlement Manual.
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Action Area 4: Off Farm Training

This action area will increase the effectiveness of Off Farm Training for livelihood restoration. It will examine lessons from the project's past experience in the program and based on those lessons make adjustments in the types of training offered as well as other aspects of the program. The end product of this action will be an element in the updated Resettlement Manual.

Task	Result	Resources Req.	Milestones	Status
4.1	Improve Effectiveness of Off Farm Training	<ul style="list-style-type: none"> • External expertise. • Funding for improving the program. • IFC SME Programme commitment. 	<ul style="list-style-type: none"> • See task 3.7. • Completion of Off Farm Training element for Resettlement Manual. 	

Action Area 5: Improved Agriculture Training

This action area will increase the effectiveness of Improved Agriculture Training for livelihood restoration. It will examine lessons from the project's past experience in the program and based on those lessons make adjustments in the program offered as well as other aspects of the program. The end product of this action will be an element in the updated Resettlement Manual.

Task	Result	Resources Req.	Milestones	Status
5.1	Improve Effectiveness of Improved Agriculture Training	<ul style="list-style-type: none">• External expertise.• Funding for improving the program.	<ul style="list-style-type: none">• See task 3.7.• Completion of Improved Agriculture Training element for Resettlement Manual	

Action Area 6: Individual Compensation

This action area will result in updated elements relating to individual compensation as described in the Land Management Manual. They include improvements for in-kind compensation that will help ensure sustainability of livelihoods, the addition of a new entitlement category for compensation of third party land users contributing land to affected people, and the addition of an entitlement matrix to summarize the project's compensation programs.

Task	Result	Resources Req.	Milestones	Status
6.1	Update individual compensation elements in Land Management Manual.	<ul style="list-style-type: none">• EMP Team member to author Land Management Manual update.• Funding to implement in-kind program improvements.	<ul style="list-style-type: none">• Completion of update elements for Land Management Manual.	10%

Action Area 7: Community Compensation

The community compensation element of the Land Management Manual will be updated to include the project's supplemental compensation program for the most affected villages in the Oilfield Development Area. The update will also include several refinements to the ongoing community compensation program, including the new calibration system for allocating the compensation according to the degree of impact.

Task	Result	Resources Req.	Milestones	Status
7.1 Update existing community compensation program, including calibration of compensation to level of community impact.	The community compensation element of the Land Management Manual will be updated.	<ul style="list-style-type: none">• External expertise.	<ul style="list-style-type: none">• Completion of updated element for Land Management Manual.	
7.2 Design and implement the supplemental compensation program for the Oilfield Development Area.	The supplemental compensation program for the Oilfield Development Area will help mitigate the impact the project has had on villages in the Oilfield Development Area. The program will link to site specific village livelihood restoration action plans.	<ul style="list-style-type: none">• External expertise.• Funding for supplemental program.	<ul style="list-style-type: none">• Completion of implementation plan for the Supplemental Community Compensation Program.	

Action Area 8: Consultation and Communications

This action area will design the public release of this plan to ensure that stakeholders are informed. The project will continue to utilize its existing consultation process as described in the EMP. However, evolved existing practices will be captured in order to update the consultation elements of the Resettlement and Land Management Manuals and to be included in the implementation plan for the Supplemental Community Compensation program. The new third party compensation program will be promoted in affected communities.

Task	Result	Resources Req.	Milestones	Status
8.1 Publicly release this Land Use Mitigation Action Plan.	Information documents and the full text of the plan will be made readily available	<ul style="list-style-type: none">• Internal staff at Esso and IFC.	<ul style="list-style-type: none">• Posting on the Web.• Distribution of Action Plan in Chad.	100%

		through a public release program including posting on the Web.			
8.2	Carry out community level consultation to support the implementation of this Land Use Mitigation Action Plan.	Affected people and other local stakeholders (e.g., government of Chad, local civil society, etc.) will be informed and consulted as appropriate during the design and implementation of the tasks set out in this plan.	<ul style="list-style-type: none"> • EMP staff. • External experts involved in various elements of the Action Plan. 	<ul style="list-style-type: none"> • Ongoing activity common to all Activity Areas. 	5%

Action Area 9: Monitoring

A monitoring system will support the implementation of this Action Plan by enabling Esso and IFC managers to track progress and evaluate performance. This information will be used to manage and organize the work of the Action Plan. In addition, the monitoring systems growing out of the Identification and Assessment systems described in Action Area 1 will make it possible for the project's application of the Environmental Management Plan to be more forward looking, assessing cumulative land use impacts (total impacts over time) and predicting areas of high potential land use impact.

Task	Result	Resources Req.	Milestones	Status
9.1	Create a monthly village and annual individual livelihood assessment monitoring system from existing and new reporting tools.	<ul style="list-style-type: none"> • Project management commitment. 	<ul style="list-style-type: none"> • Design of monthly village assessment report. • Provide copy of village assessment report to IFC quarterly. • Design of annual red category individual assessment report. • Provide copy of individual assessment report to IFC. 	

9.2	Create a management tool that identifies milestones and sets target dates for them.	Create a management tool that will make it possible to track progress as the Action Plan is implemented. Information from Appendixes A and B will be incorporated into the tool.	• Staff time to create tool.	• Creation of tool.	5%
9.3	Commission a small team of consultants to assist EMP staff in implementation of this Action Plan.	A small team of outside consultants will help the project complete the tasks described in this Action Plan, in particular the activities described in <i>Appendix A: Work Goals by End of 2007</i> . The consultants will have specialist expertise to help guide the work and will increase the capacity of the EMP department to complete the work.	• EMP management time.	<ul style="list-style-type: none"> • Terms of reference for each position to be contracted. • Contracts signed with consultant for each position to be contracted. 	20%
